

DPD RSJI 2010 Mid-year Report

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
Goal 1: End racial disparities within the City as an organization			
Workforce equity <ul style="list-style-type: none"> The City's workforce diversity reflects the diversity of Seattle's working age population Opportunities for upward mobility for workers in low wage occupations are increased 	Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.	New DPD Hiring Process and Hiring Checklist documents are awaiting final approval, which include requirements for RSJ training for interview panel members, and maximizing use of the new online application system (NeoGov)	Training supervisors, potential screeners and interview panel members. Adjusting to using the new process and checklist documents.
	Implement upward mobility strategies for employees in low wage occupations, with a focus on admin and/or laborers.	Identified staff to participate on citywide IDT Workforce Equity subcommittee.	Adjusting work schedule for attendance and participation.
	Use new out-of-class rules and best practices as a part of the department's out-of-class assignments. Change Teams and/or management will evaluate their department's use of the new rules and best practices.	<p>Revised DPD out-of-class policy to incorporate new Personnel out-of-class rules</p> <p>Analysis indicates that people of color in DPD who have held OOC positions are promoted to the higher level position at a higher rate than whites who have held OOC position.</p>	Using out-of-class appointments as a mechanism for upward mobility, given the current budget issues. The existing seniority system means newly promoted people may be the first ones laid off. People who learn new skills through out-of-class positions will be hesitant to take a permanent promotion, due to risk of layoff. Therefore, out-of-class can't be fully utilized as a mechanism for upward mobility in the current budget situation and seniority system.
Contracting equity <ul style="list-style-type: none"> City increases MBE contracting. 	Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.	<p>WMBE utilization (through May 2010):</p> <p>Consultants: 20.8%</p> <p>Purchasing: 41.8%</p> <p>DPD Total: 33.4%</p> <p>DPD staff and managers participated last year in the City's annual Reverse Trade show and will do so again this July.</p>	While DPD's WMBE utilization rates have increased dramatically, actual dollars spent on WMBE vendors are down compared to the first five months of 2009.

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	Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City's contracting equity goals.	DPD administrative staff with purchasing responsibilities have been trained on using City Purchasing's VCR online vendor search tool.	Reduced expenditures overall.
City employee knowledge and tools <ul style="list-style-type: none"> City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity. Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. 	Change Teams implement baseline standards for success, including development and implementation of a Change Team charter, and lead and/or provide support for key RSJI activities.	Charter was updated and adopted March 2010. Change team is active as leaders and support for key RSJI activities.	Increasing participation of staff of color to become members of the Change Team. Recruited for 10 open positions and received no applications from staff of color. Held targeted recruitment meeting and have scheduled a second to try to encourage participation.
	Provide appropriate training to all employees to ensure attainment of RSJI core competencies.	DPD Talks! Ongoing voluntary training to staff: <ul style="list-style-type: none"> Got Grub: Equitable Food Access (100 people attended - 26% of staff) Mirrors of Privilege: Making Whiteness Visible (40 people attended 2 sessions – 3rd session requested) Managers and staff have requested additional sessions of this successful series.	Despite having received at least basic RSJI training, there are staff members who do not understand and embrace the RSJI Core Competencies and/or do not recognize the value of RSJI to the workplace. General anxiety over budget cuts, layoffs and the overall economic condition, together with the cut in training funds, have impacted participation – especially with people of color.
	Provide training to departmental directors, managers and supervisors who have not yet completed the management training series, and provide ongoing skill development	Managers and supervisors have all received the Basic Anti-Racism Training, Equity Toolkit Training. In addition, managers have also completed the Basic Skill Building Training.	Identifying further training that will build skills and allow and encourage implementation of the RSJI goals into the everyday work of the department.

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	opportunities for other directors, managers, supervisors and Change Teams.		
	Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.	Accountability agreements exist between director and senior management.	Establishing agreements between senior management and next level down.
Goal 2: Strengthen the way the City provides services and engages with the community			
Outreach and public engagement <ul style="list-style-type: none"> Public engagement activities are more intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases. All boards and commissions reflect the 	Outreach and public engagement lead: <ul style="list-style-type: none"> Coordinates internal departmental team and implements outreach and public engagement training within the department; Participates in Outreach and Public Engagement Work Group; and Shares departmental outreach and public engagement best practices with the Work Group. 	An internal team has reviewed documents available throughout the city towards adoption of a DPD Public Engagement Policy. The Public Engagement Committee is preparing for a third year of participation in targeted Community Festivals to: a) provide a friendly/casual point of contact that allows people to gather information; b) increase public awareness to DPD services in under-represented communities.	Time to devote to the work and capacity (number of people working on the tasks).
	Build competency in the use of the OPE Toolkit as a resource in public	This tool is being used for efforts other than Neighborhood Plans.	Putting tool to use in Operations Division for public engagement activities in the Land Use realm.

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diversity of Seattle's communities.	engagement activities to ensure coordinated and effective approaches to City engagement activities.		
	Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.	The Department made significant strides in expanding outreach to underrepresented communities during the recruitment process for new Board and Commission members in the fall of 2009 and has institutionalized this process.	Creating a formal procedure to document diverse methods for outreach and monitor and report the outcomes.
RSJI best practices criteria <ul style="list-style-type: none"> Staff increases familiarity with a racial equity framework through practice and application of tools. A systematic racial equity review of City programs, policies, practices and procedures is established. 	Identify key programs or policies and evaluate using the Racial Equity Toolkit.	<p>An internal team has identified criteria for the initial selection of work unit to evaluate using the Toolkit including units in Inspections, Code Enforcement, and the Intake and Review Team.</p> <p>There is a stronger level of management participation in and support for Committee work this year.</p>	Time to devote to the work and capacity (number of people working on the tasks).
	Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.	Nothing to report at this time.	
Immigrant and Refugee (I&R) Action Plan: <ul style="list-style-type: none"> Improve customer service with I&R 	Implement the Immigrant and Refugee Action Plan <ul style="list-style-type: none"> Improve access to services and information (includes implementation of the 	<p>Presentations on the I&R work plan and resulting resources to the leadership team and various work groups.</p> <p>I&R resources documented and maintained on the DPD InWeb to provide easy access,</p>	<p>Resource cuts due to budget difficulties have slowed down translation efforts.</p> <p>Person-power problem in that we are stretched thin on being able to complete our presentations.</p>

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<ul style="list-style-type: none"> I&R will experience improved knowledge of and access to City services and funding Support community-based organizations serving I&R to assure effective service delivery 	translation and interpretation policy) <ul style="list-style-type: none"> Protect civil rights Promote civic engagement Encourage work force and economic development Strengthen service delivery 	including a Guide to Translating Documents, a list of documents that have been translated and best practices for inclusive public engagement. Utilized pre-translated phrases to make public meeting invitations and posters more accessible to limited-English speaking residents. The translation work comes out of previous efforts that resulted in translating more than 30 documents that provide access to our key services.	Identifying additional ways, outside interpretation and translation, to better serve the immigrant and refugee communities.
Goal 3: Eliminate race-based disparities in our communities			
Community race-based disparities <ul style="list-style-type: none"> Institutional barriers to racial equity within the City are identified and analyzed. City, community and public and private institutions work together to address race-based disparities that impact our communities. 	Designate staff to participate in relevant interdepartmental teams (IDT) convened to address racial disparities	DPD has representatives on the Workforce Equity Planning Advisory Committee, Economic Equity and Public Outreach IDTs. DPD has two Core Team members. DPD Change Team members have also worked with other City Departments to help them implement the “DPD Talks” model in their Departments.	
	Analyze departmental barriers and opportunities for the given racial disparity.	Developed the Planning Outreach Liaisons model for the Neighborhood Plan Update work process in response to identifying multiple barriers to participation in public processes including lack of cultural tradition/familiarity with public participation; lack of knowledge about the topic (especially the long range planning process); discomfort	Despite translating business cards and documents and using interpreters when we work with property owners, there is a significant lack of understanding about our codes and processes, making code compliance difficult.

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		with the language and speaking up in public setting; etc.	
	Work with SOCR and the Race and Social Justice Roundtable to develop action plans to affect community conditions and measures to track improvements.	Nothing to report at this time.	Identifying what this translates into for DPD.
	Implement and track action plan items within the department.	Nothing to report at this time.	No items to track at this time.